ASEI

8th

NATIONAL CONVENTION

‘CUSTOMER FOCUSED MANAGEMENT’

SEPTEMBER 14, 1991
HYATT REGENCY, DEARBORN, MI

American Society of Engineers from India
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AMERICAN SOCIETY OF ENGINEERS FROM INDIA

VISION

ASEI TO BE:

- A nationwide network of engineers of Indian origin
- A forum to assist members in advancing their careers
- A facilitator of Technology Transfer between U.S.A. and India
- A national professional organization with the goal of "service to its members"

ASEI ACTIVITIES

CAREER ENHANCEMENTS

- Provide Career Guidance and Counseling
- Facilitate Networking
- Assist in Skill Development through Continuing Education Courses and Technical Seminars
- Encourage PE registrations

TECHNOLOGY TRANSFER

- Conduct Workshops on How To Transfer Technology to India
- Assist in Development of Rural India
- Provide Communication Channels for Retired Engineers
- Disseminate Opportunities in India for NRIs.

STUDENT AFFAIRS

- Providing guidance to Students
- Establish Merit Scholarships
- Assist in Practical Training and job placement

LIAISON WITH INDIA

- Establish working relationship with government and private organizations in India

ORGANIZATIONAL MATTERS

- Establish a National Office
- Establish an Editorial Board and Publish Quality Newsletter
- Increase Membership
- Publish Directory of Members
- Increase awareness of ASEI
- Facilitate local chapter meetings

CONVENTIONS & AFFILIATIONS

- Conduct Conventions throughout U.S.A.
- Cooperate with Other Professional Societies with Similar Goals.

LOCAL CHAPTER ACTIVITIES

- Conduct bimonthly meetings to promote discussion/participation on current events
- Communicate with ASEI National Office and other Local Chapters
MESSAGE FROM . . .

Shailsh Vora
President

Asha Reddy
Chairperson of the Board

As we reflect on the past twelve months, we feel that we are making steady progress toward attaining our goal of establishing a nation-wide network of engineers of Indian origin and establishing a linkage with organizations in India.

The formation of new chapters in Northwest Indiana, Athens, Ohio and Toledo, Ohio, coupled with the chapters already formed in Washington, D.C. and Huntsville, Alabama attest to the gradual growth of ASEI. We continue to maintain liaison with Silicon Valley Indian Professionals Association in California, and the Confederation of Engineering Industry in India.

We are pleased to report that our membership has crossed 1,000 and life member count stands at 62. Significant effort has been put in to gather the profiles of our members. This data base is expected to strengthen our attempts to provide pertinent information to better link our chapters. However, we need to quicken the pace at which we are moving in developing appropriate systems to support these new chapters.

We have made significant progress in building up the scholarship fund. Mr. Rai Bhargava, one of our life members influenced his company, MICHCON to make a $5,000 contribution to this cause. A commitment of $3000 has been made by Hazen & Sawyer, a consulting engineering firm in New York through the efforts of Arun Bhavsar, another life member of ASEI. Our sincere thanks to both Rai and Arun.

As we approach our Eighth National Convention, we wish to remind ourselves of the challenges we faced in earlier years in keeping up the enthusiasm of the hard working volunteers. As we keep establishing local chapters, we are likely to run into similar challenges. We are confident that we can and we will successfully meet these challenges as we did before.

While maintaining the continuity of the various committees, we need to keep the local chapters involved. Creative ways of sharing our load in the communication process are needed. We are currently moving in the direction of having local chapters assume lead role for different committees.

In all, ASEI is well on its way to reaching its stated goals. We thank all of you for giving us the opportunity to serve the organization.
ASEI HIGHLIGHTS OF 1990-91

CAREER ENHANCEMENT

- Seminars on various topics of interests were held through the year
  - "Creative Thinking" and "Value Management" in Detroit, Michigan.
  - "Quality - Key to Progress" & "How to start a business related to Science & Technology" in Washington, D.C.
  - "Creative Thinking" in Toledo, Ohio

MEMBERSHIP

- Over 120 new members joined ASEI including twelve new life members.
- Initial database on membership profile is now complete.
- A benefit plan for ASEI members is in the process of being finalized by Shearson.

TECHNOLOGY TRANSFER

- A detailed review of what ASEI can and should do in this arena has been completed. Recommendations are being reviewed and will be published by the year end.

STUDENT AFFAIRS

- Bhushan Kulkarni has done an outstanding job in growing and organizing the student enrollment and activities.

SCHOLARSHIP FUND

- We have had three major commitments from corporations:
  - $5000 from MICHCONE
  - $3000 payable over two years from Hazen & Sawyer, P.C. of New York
  - $1000 from Disc Manufacturing Co. in Huntsville, Alabama

LIAISON

- Initial discussions were held with Phillipine Technological Society for reciprocal membership benefits. Details will be finalized by the year end.
- Discussion with SCIPA - South California Indian Professional Association for combining our resources and activities are being planned.
- Liaison with Confederation of Engineering Industry (CEI) in India is on going.

LOCAL CHAPTER ACTIVITIES

- Two new chapters were formed - one in Athens, Ohio and the other in Indiana.
- Washington, D.C. chapter held an annual meeting in May 1991.
Dr. Arvind Singhal is an Assistant Professor in the college of Communication at Ohio University, Athens, Ohio. He has taught previously at the University of California Los Angeles (UCLA); University of Southern California; California State University at Los Angeles; and Bowling Green State University, Ohio. He is co-author (with Professor Everett M. Rogers) of India's Information Revolution (Newbury Park, CA: Saga Publishers), a book analyzing the rapid rise of information technology in India in the 1980s. With his colleagues, Dr. Singhal has been investigating the rise of high-technology cities (technopoli) around-the-world, especially focusing on the Indian city of Bangalore. He has a strong and growing research interest in the role of expatriates in fueling technology-exchange between their host and home countries. He has consulted with the United Nations' Development Program in Egypt, and the Food and Agricultural Organization in Rome.
Technology Exchange

Through

Expatriate Networks

By Dr. Arvind Singhal

In recent decades, United States, Japan, and most Western European nations have become information societies, countries in which information workers are more numerous than such occupational categories as farmers, industrial workers, or service workers. Information workers are individuals whose main job responsibilities are to gather, process, or distribute information; or to produce information technologies like computers or telecommunications that are used by other information workers. Typical information workers are employed as computer programmers, newspaper reporters, teachers, secretaries, and managers. In the US today, approximately 60 percent of the workforce are information workers. The US became an information society in about 1955, when the number of information workers exceeded the number of industrial workers, and far surpassed the number of agricultural workers.

India is still far from being an information society. Only about 10 percent of the workforce are white-collar workers, approximately 60 percent are farmers. An estimated 65 percent of the Indian population are illiterate, and their lack of education prevents them from widely sharing in the benefits of the information sector in Indian society. Yet within this huge nation of 800 millions citizens are several million urban, educated individuals, whose lifestyles are similar to those of information workers in Silicon Valley, Tokyo, or Cambridge.

Information workers in India, while still a small percentage of the total population, are growing in numbers and in importance. Further, these elites are creating new communication technologies and their applications that are beginning to bring about certain noticeable changes in Indian society. These changes may become revolutionary in their social impacts.

The purpose of this presentation is to analyze the role of U.S. based Indian expatriates in exchanging state-of-the-art technology with their Indian counterparts. We focus on the two-way process of technology exchange, that is from the U.S. to India and from India to the United States. Various mechanisms of technology exchange are presented. Facilitators and barriers to technology exchange are identified. Several cases of successful and unsuccessful technology exchanges are analyzed in order to derive lessons about the important role of expatriates as a interface. The important role of personal and professional networks between expatriates, their U.S. employers, and their Indian counterparts is highlighted. While most of this presentation focuses on high-tech microelectronics technology and its applications in telecommunications, computers, and software, the lessons derived are of a more general nature.
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Globalization of markets is a reality. We are living in a world that is becoming increasingly competitive. This is causing a critical self-examination of marketing and management strategies deployed by many organizations.

Customer satisfaction has become the name of the game. The strategy of continuous improvement put in place by some of the global players is delivering better value for the customers' money and consequently, the customers are demanding similar value from other business. Gone are the days when customers could be satisfied with "money back" guarantees and extended warranties.

In order to survive in the intensely competitive market place of the nineties, one needs to ask:

- What is the voice of the customer?
- Are the customers' expectations changing?
- How do we respond to these changes in a "timely" manner?
- How do we stay ahead of the changing customer expectations?

In order to better satisfy the customer, the managements of the companies are moving towards holistic approaches of Total System Optimization, and away from the traditional departmental focus. Process orientation is helping to breakdown organizational barriers and thus overcome sub-optimization normally encountered in the traditional management style.
Success of these concepts depends very heavily on the involvement of all employees, since no one person can handle everything that needs to be done to design, develop and deliver goods and services to the customer. Team work and empowered employees play a critical role in meeting and exceeding customers' expectations.

This session begins with a customer driven marketing perspective which is followed by two outstanding case studies - one from the Ford Motor Company and the other from Cadillac Motor Division of General Motors.

J. Nirdosh Reddy is the founder of ANAAR Company, a consulting firm dedicated to helping businesses become globally competitive. Previously he was manager of the Product Assurance, Reliability and Resident Engineering Department at the Electronics Division of Ford Motor Company. While assigned to the Corporate Quality Office at the World Headquarters, he conducted numerous seminars for senior managements of organizations in North America, Europe, and Asia on process improvement methodology in support of Ford's Total Quality Excellence. Prior to joining Ford, he was manager of Advanced Component Development at Bendix Corporation's Electronic Engine Control Systems Group in Troy, MI.

Mr. Reddy holds 20 patents; and has published several technical and management papers. He is active in SAE and ASQC. He received his B.E. from Osmania University, India in 1966, MSEE from University of Cincinnati in 1969, and MBA from Syracuse University in 1973.

Mr. Reddy lives with his family in Bloomfield Hills, Michigan.
MARKETING STRATEGIES FOR THE 90S’

Dr. David Reid

As competition in almost all industries has intensified and the changes occurring in the environments in which business operates have accelerated, firms are increasingly having to reevaluate the way they do business. More and more firms are "rediscovering" that, now more than ever, only those firms that understand and know their customers and competition will prosper. In recognition of this, many firms are currently struggling to become more "market driven". Yet for many companies, the very concept of being "market driven" remain ill-defined and elusive. To make the transition, companies and individuals within them need to recognize that being "market driven" isn't something that can occur overnight but is something that requires a fundamental and pervasive shift in the way that they think about their customers and competitors and in the way they do business.

Dr. Reid is the Director of the Institute for the Study of Business Markets Affiliated Research Center (ISBM-ARC) at the University of Toledo and a member of the marketing faculty at the University of Toledo. Prior to joining the University of Toledo faculty, Dr. Reid was a faculty member at Clarkson University, the State University of New York at Binghamton, and LeMoyne College. Among the various graduate and undergraduate courses he has taught are: business marketing, market driven management, and cross-functional issues with organizations. In addition to articles in various academic proceedings and journals, Dr. Reid is author of A Sales Presentation Manual and also co-author of Readings in Industrial Marketing, and An Annotated Bibliography of Business Marketing for Business Marketing Practitioners.
VOICE OF THE CUSTOMER - EN53 PROGRAM
Redesigning The Full Size Car For The 90s'

Mr. William F. McAtamney
Ford Motor Company

When Ford Motor Company decided it was time to redesign the Ford Crown Victoria and Mercury Grand Marquis, it was faced with the task of developing cars that would attract new buyers and at the same time, appeal to the existing owner body. Traditionally, the large-car buyer has been an older, predominately male, middle income person. The existing Crown Victoria and Grand Marquis were similar in appearance and functional characteristics and consequently they appealed to similar buyers. The focus of the new program, code-named EN53, was to separate the two vehicles and broaden their appeal.

The objectives of the EN53 Program were:
- Maintain the strengths of the previous Crown Victoria and Grand Marquis.
- Broaden the market appeal of the cars by increasing product differentiation and
- Provide a modern contemporary appearance, improve the functional characteristics of the vehicle and add new features.

The voice of the customer was used to guide the EN53 Team throughout the Product Development process. Owner surveys, styling research clinics and functional drive tests were conducted at key points throughout the program.

The end result is two uniquely different products suited to their target markets. There is a high level of appearance and functional uniqueness between the Ford and Mercury entries to target different buyer groups. Most of the sheetmetal is unique to each car. Each car has its own instrument panel and interior trim and very importantly each car has a distinct dynamic "personality" due to separate ride, handling and steering characteristics.

The 1992 Grand Marquis has been executed with more elegance, tradition, and prestige to maintain strong appeal to the traditional large car buyer who has come to expect distinctive styling and plush ride. As the Baby Boom generation ages and begins raising families, they will be looking for larger, more practical automobiles with high value. To appeal to this younger step-up buyer the 1992 Crown Victoria offers progressive aero styling, contemporary vehicle dynamics and modern technology.
The new Crown Victoria and Grand Marquis were introduced this spring to very positive reviews from the automotive press. The most important critic, however, is the customer. Early buyer feedback has indicated that Ford listened well to the voice of the customer and the EN53 Program has the makings of another Ford Company Winner.

Mr. William F. McAtamney is currently Chief Program Analyst, Crown Victoria/Grand Marquis Business Planning, Car Programs Management, Ford Motor Company. Mr. McAtamney has been involved with the 1992 Crown Victoria/Grand Marquis program since its inception. He is the project manager for the Crown Victoria Pursuit Police Vehicle, which will be introduced early next year.

Mr. McAtamney graduated from Oakland University in 1979 with a Bachelor of Science degree in Mechanical Engineering and received his M.B.A. from the University of Detroit in 1985. Since beginning his career at Ford Motor Company in 1979, Mr. McAtamney has held various engineering positions in product development, including Suspension NVH Development and Crash Safety Development. He has been in product planning since 1988.

In addition to his professional involvement and activities, Mr. McAtamney participates in the production of special events such as the Montreux-Detroit Jazz Festival, the International Freedom Festival, and the Detroit Thanksgiving Day Parade. He has been a member of the Executive Committee of the Detroit Grand Prix Association since 1984 and served as president of the organization in 1989. Mr. McAtamney and his wife, Patricia, reside in Dearborn, MI.
THE CADILLAC QUALITY STORY

Mr. Edward Zellner

Cadillac Motor Car Division, founded in 1902, is the first automotive manufacturer to receive the Malcolm Baldrige National Quality Award. The award, earned by Cadillac in 1990, is sponsored by the U.S. Department of Commerce to recognize American companies for their total quality management and improvement. Cadillac’s historical quality leadership is well-known, yet was seriously jeopardized in the early 1980’s by economic and competitive factors and products that did not meet customer expectations.

Since 1985 Cadillac has achieved a complete turnaround in quality, customer satisfaction and sales. Nearly all of the company’s key indicators have since been on a steady trend of continuous improvement. Within the company, there has been a transformation, facilitated by three overriding strategies:

1. A cultural change, such that teamwork and employee involvement are valued as a competitive advantage; teams are employed extensively throughout the company, and partnerships established with suppliers, dealers and the union are drawn on through all phases of product development,

2. A constant focus on satisfying both internal and external customers, using processes such as Design for Manufacturability and the Cadillac Market Assurance Process, and

3. A disciplined approach to planning that makes strategic quality planning an integral part of business planning, involves all employees in the running of the business, and keep them focussed on quality and its continuous improvement.

Mr. Zellner is currently the Manager - Vehicle Development and Engineering Program Management Support in Vehicle Engineering at the Cadillac Motor Car Division of General Motors.

With GM since 1970 as a co-op student, Mr. Zellner is a 1975 GMI graduate in Mechanical Engineering and also holds an MBA from University of Detroit. He was selected to attend the Massachusetts Institute of Technology in the Sloan Fellows Program for one year where he received a M.S. in Management.

Born in Lexington, KY, Mr. Zellner now resides in West Bloomfield with his wife Carol & two children.
AMERICAN SOCIETY OF ENGINEERS FROM INDIA
1991 NATIONAL CONVENTION

11:30 a.m.  Registration

12:30 p.m.  Plenary Session:
Technology Exchange Through Expatriate Networks By Dr. A. Singhal  Regency A

1:30 p.m.   Two Concurrent Sessions:

Session A
Regency A

Customer Focussed
Management
Chairperson:
Mr. Nirdosh Reddy

Marketing Strategies
For the 90s'
Dr. David Reid

Voice of the Customer
EN 53 Program of Ford Motor Co.
Mr. William F. McAtanney

The Cadillac Quality Story
Mr. Edward Zellner

Session B: Student Affairs
Regency B

Career Enhancement Workshop
Chairpersons:
Mr. Sudhir Jain, Mr. Bhushan Kulkarni

Panel Discussion:
Mr. B. Kulkarni  Mr. Ashish Sarkar
Mr. Ashok Singhal  Mr. Sudhir Jain
Mr. Kurt Zimmerman

Concurrent Sessions
Immigration Laws
Mr. Michael Piston

Polish Your Resume
Mr. Kurt Zimmerman

Video Tape Presentation

Individual Career Planning

Evening Banquet

5:30 p.m.   Social Hour

6:45 p.m.   Dinner
Master of Ceremonies  Mr. Jehangir Mistry
Welcome  Ms. Asha Reddy
President's Report  Mr. Shailesh B. Vora
Chief Guest Address:  Dr. C.K. Prahalad
Awards  Dr. Suresh Gulati
Closing Remarks  Mr. Raj Raja

9:15 p.m.   Entertainment
Music Recital by Lakshmi Shankar
Mr. C.K. Prahalad is Professor, Corporate Strategy and International Business, in the Graduate School of Business Administration, University of Michigan, Ann Arbor. He received his B.S. in Physics from the University of Madras, MBA from the Indian Institute of Management, and DBA from the Harvard Business School. He was Visiting Research Fellow at Harvard, Professor at the Indian Institute of Management, Ahmedabad, India, and Visiting Professor at INSEAD, France. He has lectured and consulted in the US, Europe, Japan, and India.

Professor Prahalad’s research and consulting interests center around the role of top management in large diversified multinational corporations. He has published widely on the subject in professional journals. He recently co-authored a book called: The Multinational Mission: Balancing Local demands and Global Vision with Prof. Yves Doz, (INSEAD, France). Some of the recent articles that he has co-authored have appeared in the Harvard Business Review are: Do You Really Have a Global Strategy?, Collaborate with Your Competitors - and Win, Strategic Intent, Core Competencies of the Corporation. The article Strategic Intent won the Mckinsey Prize for the best article published in the Harvard Business Review during the year 1989.

Professor Prahalad has consulted with the top managements and Boards of firms such as Philips, Motorola, GTE, 3M, Ford, Trinova (Formerly Libbey Owens Ford), Owens Illinois, ICL, Kodak, Colgate Palmolive, Rockwell, AT&T, Whirlpool and Ahlstrom. He has worked, in his research and executive education roles in more than twenty major multinationals around the world.
Technical Excellence Award

Darsh T. Wasan, Vice president for research and technology at Illinois Institute of Technology and IIT research, is a native of Bombay, India. He came to the U.S. in 1957 and obtained a B.S. in chemical engineering in 1960 from the University of Illinois at Urbana and later a Ph.D. in chemical engineering from the University of California at Berkeley in 1965.

Darsh Wasan's research activities span a number of separate but interrelated fields. His research has applications related to enhanced oil recovery, clean coal technology, suspension and emulsion polymerization, food emulsions, and foam systems. Dr. Wasan has written more than 200 publications, 12 books, chapters, and a textbook. He has two U.S. patents.

He has received several awards and recognitions for his contributions in the field of chemical engineering and teaching including the 3M lectureship award from the American Society of Engineering Education and the Bulgarian Academy of Sciences highest award in chemical sciences.

"As a teacher, he has been an inspiring and enthusiastic instructor, helpful to students inside and outside the classroom," according to the citation for the 3M lectureship award. "As a researcher, he has been creative, innovative and pioneer in advancing the frontiers of knowledge to solve energy and environmental problems. As an administrator, he has contributed to the drive for excellence of his department, the college of engineering and IIT as a whole."

Community Service Award

Ramesh Kapur is the president and owner of Medical Technical Gases, a company that processes and manufactures compressed gases for hospitals, research and industrial facilities. "My goal is to invest in other companies where Indians have expertise in areas of technical knowledge. Familiarity with any new products or innovations and specializing in accounting, marketing and capital outlay, I want to help Indian entrepreneurs by giving them the social and business opportunities." Kapur says.

Not wanting other Indian businessmen to go through what he had undergone initially, Kapur remembers the days when he came to the country with only $7.50 in his pocket. Today owning a lot more both physically and mentally, he wants to help the community wherever he can.

Kapur’s list of commitments and active social work runs very long. He is a trustee at the Democratic National Committee, a corporate sponsor for Lawrence Memorial Hospital in Mass., a member of the Medford Rotary Club and a former director of New England minority purchasing council.

Raising funds for the National Democratic Institute for democratic affairs, Kapur has been helping upcoming, third world democracies like Czechoslovakia, Nicaragua and Pakistan, during elections to ensure funds and the physical presence of the council in monitoring and helping the electoral process.

Referring to India as a ‘Strong Democracy’, Kapur feels that India can help smaller, weaker democracies to face a better future, if she mobilizes and streamlines her own resources for more productive usage.
Entrepreneurial Excellence Awards

In the fall of 1985, Subromonian Shankar (called Shankar), now President of AMI, and Pat Sarma, Executive Vice President, hand picked a team of computer designers and opened the doors of American Megatrends, Inc. (AMI). Since then, AMI has come to lead the industry in BIOS development and operate as a major developer of high technology PC motherboards and diagnostic utilities.

Founded as a design and consulting firm, AMI won design contracts from many of the leading PC manufacturers in the U.S. In 1986, the AMIBIOS program was introduced and won immediate acceptance as a highly compatible BIOS product with user friendly features.

In 1986 the AMI team also developed the industry's first 386 motherboard with CPU caching, and introduced this design at the fall COMDEX. The design was initially sold and licensed as a complete production kit for any firm that desired to manufacture PC compatible motherboards. Due to the performance of the board and availability of the design, the AMI 386 with CPU caching soon became the de facto design standard for 386 machine.

In 1987, with the exploding PC compatible market, the decision was made to manufacture AMI brand motherboards. Financing was a problem. Banks, not wanting to invest venture capital in such a competitive market, were not open to financing. Undaunted, Shankar was able to negotiate enough credit from their suppliers to begin production without financing from the banks. Financing their growth through retained earnings, Shankar AMI never looked back. With sales doubling every year, AMI has built a reputation as a manufacturer of highly reliable and highly advanced motherboards, and has become the dominant producer of PC BIOS for 386 and 486 based machines.

With the advance of technology, AMI continues to bring to market reliable products, based on emerging technology, before the competition. At the fall COMDEX in 1988, AMI unleashed on the industry the first 386 CPU-based 33 MHz motherboard, and has since gone on to develop state-of-the-art 486 EISA and ISA based motherboard systems. In 1990, AMIDIAG (AMI's diagnostic software), was awarded editor's choice by PC Magazine.

AMI markets its products through a worldwide network of manufacturers' representatives, and is projected to continue its rapid rate of growth.

STUDENT AWARDS

ASEI would like to congratulate and wish continued success to our student award winners.

**Outstanding Student Award** : Mr. Subramaniam Ramamurthy
The University of Toledo

**ASEI Scholarship Winner** : Mr. Arun Mamtani

**ASEI Scholarship Finalists** : Ms. Madhu Deshpande
Ms. Ritika Sikri
An Evening with Lakshmi Shankar

The magic of her magnificent voice, her sense of proportion and the emotional content of her singing are only some of the qualities that have made Lakshmi Shankar one of the foremost and popular vocalists of India.

She had her initial training from Ustad Abdul Rehman Khan of Patiala Gharana (style or school). She later learned from many well-known masters including Professor B.R. Deodhar and Ravi Shankar.

She is endowed with a rich and melodious voice which encompasses three octaves with the greatest ease, precision, tone perfection and clarity. She holds her listeners spellbound by her arresting style and dedication to music.

She has participated in all the important music Festivals around the globe. Her rich repertoire and versatility have earned her laurels, not only from her own country, but from all over the world.

Accompanying Lakshmi are:

**On Tabla: Shyam Kane**

Shyam has been trained by the great Master Ustad Zakir Hussain. Shyam has been playing Tabla since 1976 and has actively performed in India, Europe, Canada and U.S.A.

**On Harmonium: Ramesh Mangrulkar**

Ramesh, a life member of ASEI, and an electronic Engineer with Ford Motor Co. is known to all of us. He is co-founder of "Bal Bharti", a social organization and "Jhankar" a musical group.
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SESSION B

CAREER ENHANCEMENT WORKSHOP

Chairpersons:
Sudhir Jain
Bhushan Kulkarni

This year the career enhancement workshop will be conducted for all engineers interested in learning from the experiences of other successful individuals. A panel discussion, emphasizing general career topics (see below), will be followed by individual questions. Topics covered during the panel discussion and concurrent sessions will be:

- individual career planning
- succeeding in a large or small corporation
- preparing for change from being an engineer to being a manager
- finding a job and interviewing tips
- immigration laws and visa matters
- polishing your resume
- dressing for success
- communications, written and verbal
- being recognized as a team player
- the dilemma: specialize or diversify
- how others form opinions about you and what that means
- continuing education, professional societies, trade shows, skill development.
- PE Registration

This career enhancement workshop is different from last year's format in that senior Indian professionals will share their own personal experiences and provide tips for succeeding in the corporate world. The sessions will benefit both engineers seeking jobs and engineers with jobs seeking to enhance their careers. We anticipate strong audience participation to make the workshop and sessions more meaningful to participants.

Helping to develop the potential of Indian engineers is a major ASEI priority. Each individual should fully expand his/her professional skills and talents to their maximum potential. By being creative and by focusing on what you "can do" rather on what you "cannot do", you can find ways to stimulate and sustain your individual growth.

The power to shape your future lies in your own hands. Take the next step; attend the workshop.
Mr. Jain is the President of IMSI and has 20 years of professional experience in project management and engineering disciplines. He worked for Bechtel Power Corporation as a Cost Engineer, Planning and Scheduling Engineer, Cost/Schedule Supervisor, and Technical Services Supervisor. Mr. Jain is an active member of American Association of Cost Engineers (AACE) and Project Management Institute (PMI). He currently serves on the Board of Directors of AACE and in Technical Committees for PMI. He is a member of SAE, SME and India Development Service (IDS). Mr. Jain holds a MBA and M.S. degree in Mechanical Engineering from State University of New York at Buffalo and a BS degree in Mechanical Engineering from Banaras Hindu University in India.

Mr. Kulkarni is Vice President of Quantum Consultants, Inc., located in East Lansing, Michigan. He has several years of professional experience in advanced computer aided engineering techniques. His professional interests include computational fluid dynamic and heat transfer related applications, CAD/CAM technology and engineering management. He has published several technical papers in the field of computational fluid dynamics and heat transfer.

Mr. Kulkarni holds B.S. and M.S. degrees in Mechanical Engineering. He is an active member of American Society of Mechanical Engineers (ASME), Society of Automotive Engineers (SAE), and American Institute of Aeronautics and Astronautics. He is a life member of ASEI and he was actively involved in forming ASEI chapters at Toledo, Ohio and Athens, Ohio.

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